



Toronto District School Board

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December 16, 1997: To the Co-Chairs of the Education Improvement Commission:
Final Report of the Local Education Improvement Committee for Metropolitan Toronto (20 pages)

Purpose

- To provide the final report for the Education Improvement Commission.
- To provide the LEIC with a report that enables it to continue to make suggestions and recommendations to the new Board.
- To provide the new administrative team with a list of some of the issues and priorities which will require attention in order to harmonize policies and procedures for the new Board.

Approved Recommendations

Listed below, by Sub-Committee, are the recommendations previously approved, recommendations requiring approval and the details of future issues to be addressed by the Toronto District School Board. Background data and detail are to be found in the specific reports from each Sub-Committee which are included in the various appendices.

Background

Under the provisions of Bill 104, the Fewer School Boards Act 1997, which received Royal Assent on April 27, 1997, the Education Improvement Commission was formed and gave direction for Local Education Improvement Committees to be established for each school district to be amalgamated. In Metropolitan Toronto the new District School Board has been designated as School District No. 12. Guidelines were issued by the Education Improvement Commission for Local Education Improvement Committees to be established and for the committee's role and responsibilities.

The Local Education Improvement Committee for Metropolitan Toronto held its first meeting on June 3, 1997 and established its membership as follows:

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Board	Members (2)	Alternate	Resource
East York	Ruth Goldhar Cindy Anthony	Gail Nyberg	R. Thompson
Etobicoke	Kathy Haas, Co-Chair Donna Cansfield	Suzan Hall	B. McIntosh
North York	Gerri Gershon, Co-Chair Judi Codd	Mae Waese	M. JacksonC. Dungey
Scarborough	Elizebeth Moyer Carol McDonald	Helen Zoubanotis	E. Campbell
Toronto	David Moll John Doherty	Irene Atkinson	J. Davies
York	Sam Wales Bonnie Taylor	Peter Karageorgos	N. Ahmet
MTSB	No voting members appointed.		D. Skidmore



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Darrel R. Skidmore, Director and Secretary-Treasurer, the Metropolitan Toronto School Board, was appointed Co-ordinator of the LEIC and Dorothy Dent, Assistant Secretary, the Metropolitan Toronto School Board, was appointed LEIC Secretary.

The Local Education Improvement Committee for Metropolitan Toronto has met 16 times since its first meeting on June 3, 1997 and its nine sub-committees have been meeting regularly in order to gather the data required for amalgamation and to identify issues.

Attached as Appendix A is a summary of the highlights from the meetings of the LEIC held since June 1997.

One of the first tasks identified by the Committee was the development of a set of Guiding Principles by which the amalgamation would be measured and implemented. These guiding principles were developed at a workshop held during a meeting of the LEIC members along with the public who were in attendance. The guiding principles approved by the LEIC are as follows:

- The education and well-being of students of all ages must be the priority.
- Equity and equal access to educational programs and services for all learners must be promoted.
- Trustees, parents, students, staff and community representatives will be involved in the transition process.
- All employees will be treated with respect, honesty and fairness.

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- Equity and equal access to educational programs and services for all learners must be promoted.
- Trustees, parents, students, staff and community representatives will be involved in the transition process.
- All employees will be treated with respect, honesty and fairness.

- A full, open internal and external communication plan will keep staff, students, parents and the community well informed.
- Organizational identities and cultures of existing boards will be respected and given due consideration in any transition recommendations.
- In an effort to bring about a positive transition, the process should cause the least amount of disruption as possible at the school level. Therefore, existing program delivery, policies and services of the boards will continue throughout the 1997-98 School year unless otherwise specifically changed or altered by the Toronto District School Board.

Framework and Sub-Committee Mandates:

Following the adoption of the Guiding Principles, the LEIC concluded that in order to begin the immense task of the amalgamation of six school boards into one, the major issues must be identified and broken down into smaller components. In order to accomplish this, a framework and mandate for the following nine sub-committees was developed. (Appendix B)

1. 1. Capital/Assets-Liabilities & Plant Operations
2. 2. Communications
3. 3. Equity
4. 4. Finance
5. 5. Governance/Administrative Framework
6. 6. Human Resources
7. 7. Operations
8. 8. Parental/Student/Community Involvement
9. 9. Program

Each Sub-Committee was requested to develop a work plan based on the following template:

Work Plan for Sub-committees

The following are the Terms of Reference for each Sub-committee:

- to develop recommendations for the LEIC in a specified timeframe
- to liaise with Co-chairs (i.e. progress) in order to facilitate the agenda of the LEIC
- to report directly to the LEIC
- to establish appropriate Work Teams to complete mandate assigned by LEIC

The mandate for each sub-committee has been broken into short-term, interim and long-term responsibilities. The primary purpose of the sub-committees will be to gather data and do the appropriate analysis that will allow for recommendations to be developed for presentation to the LEIC.

Step #1 - Review mandate from LEIC

- confirm areas for exploration and analysis
- suggest any modifications
- suggest any additions/deletions
- suggest additional community resources if required (ie. parent and/or student)

representatives, etc.)

- identify and seek clarification related to possible areas of duplication with other sub-committees

Step #2 -Establish an Order and Process of Work

- establish meeting dates, times and places
- identify the priority areas for exploration and analysis (see Short-term and Interim Planning areas)
- establish tentative timelines for completion of analysis (see Step #4)

Step #3 -Establish Work Teams

- as required identify need for staff or others required to complete tasks identify what, if any, people are needed from other sub-committees to assist or act as a resource (ie. avoid duplication, increase cross-pollination of ideas/information)
- identify any outside resources which are required
- develop definitions for clarity (ie. what is an asset?, what is a liability?, etc.)

Step #4 - Work Plan to LEIC

- provide a work plan to the LEIC outlining confirmation of or modifications to the mandate, order of priorities, work team members, process to be used, timelines and additional membership/resources required.

Step #5 - Develop a Summary Analysis

- develop a process for the collection of data on the similarities and variances related to existing policies and practices among area boards (per specific mandate)
- summarize existing similarities and variances per above

Step #6 - Recommendations to the LEIC

- identify priority policies required for initial transition period and recommendations related to each
- suggest a sequences of activities that will assist the new Board in doing its work
- suggest transition plans for the new Board
- provide suggestions related to trustee orientation



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Sub-Committee Chairs and Co-ordinators:

The framework of the Sub-Committees called for Chairs or Co-Chairs to be elected by each Sub-Committee. In addition a staff co-ordinator for each Sub-Committee was appointed. Senior staff from the Area Boards and the Metropolitan Toronto School Board were appointed. The following is a listing of those involved:

Sub-Committee	Co-Chairs	Co-ordinators	Board
Capital/Assets	Elizebeth Moyer, Scarb.	Nora Gray Carole Olsen	East York MTSB
Communications	Sam Wales, York	Darrel Skidmore	MTSB
Equity	Tam Goossen, Toronto Suzan Hall, Etobicoke	Sharon Bate Leon Thompson	Scarborough Toronto
Finance	Donna Cansfield, Etobicoke	Brian Cain Don Higgins	North York MTSB
Governance/Administrative Framework	Mae Waese, North York	Chair of ACD	Toronto
Human Resources	Elsa Chandler, North York	Ted Walker Audrey Amo	North York York
Operations	Silvana Sikorski, Etobicoke David Young, North York	Gary Parkinson Bob Heath	Etobicoke Scarborough
Parental	Bonnie Taylor, York Shelley Carroll, Parent	Anna Pataky Lloyd McKell	East York Toronto
Program	Judi Codd	Mary Low Jim Williamson	Etobicoke York

The role of the Sub-committee Co-ordinators was to provide support and assistance to the Sub-committee Chairs in steering and moving each group through its mandate. The Co-ordinators liaised, sometimes daily, with Chairs, Secretarial Support, Area Board staff and people from other Sub-committees. They are to be clearly recognized and applauded for their contribution; however, it should also be noted that in addition to the above workload, all Co-ordinators continued to manage their regular portfolios in their home Boards.

Committee of Co-ordinators: The Co-ordinator of the LEIC, chaired nine (9) meetings of the above group from September to December 1997. The main purpose of these meetings was to ensure that Sub-committees continued to work through their mandates as developed by the LEIC. The above meetings enabled the following:

- regular updates on the progress of each LEIC Sub-committee;
- clarification re membership, framework and mandates of Sub-committees;
- elimination of duplication of tasks among Sub-committees;
- flow of information from Sub-committees to the Communications Sub-committee for inclusion in the Transition Update publication;
- development of priorities and associated timelines for forwarding recommendations to the LEIC;
- development of issues to be considered by the TDSB in 1998; and
- development of final reports for forwarding to the LEIC.



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Secretarial support for each Sub-Committee was provided from within the staff of the Metropolitan Toronto School Board. Their work has been invaluable in supporting the work of the LEIC.:

Sub-Committee	Name
Capital/Assets	Vern Giberson
Communications	Diane Norman
Equity	Cathy Rechtshaffen
Finance	Rosemary Gourley
Governance/Administrative Framework	Marlene Riley
Human Resources	Rebecca Amyotte
Operations	Cathy Rechtshaffen
Parental	Rebecca Amyotte
Program	Judith Peden

RECOMMENDATIONS (Part I):

The following recommendations have already been approved by the LEIC:Governance/Administrative Framework Sub-Committee

Recommendation 1.

That a small work group be established as soon as possible to begin work on the by-laws for the new board.

Recommendation 2.

That the principles and outline shown detailed in the report titled By-laws for the Toronto District School Board, dated September 9, 1997, be accepted as a general starting point for the task of such a work group.

Recommendation 3.

That the work group be established by Directors (at the Advisory Council of Directors meeting on September 9, 1997).

Recommendation 4.

That the work group report back to the Sub-committee at its meeting on September 30, 1997.

Recommendation 5.

That once reviewed by this Sub-committee on September 30, 1997, that the by-laws be forwarded to the Area Boards for consideration before being forwarded further to the LEIC for approval.

Recommendation 6.

That the initial draft by-laws be distributed to Area Boards for comment (through the Governance/Administrative Framework Sub-committee Co-chairs to Area Board Chairs and Directors) back to the Staff Work Group by October 27, 1997.

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Recommendation 7.

That the Staff Work Group review the comments and present a final draft of by-laws no later than the November 4, 1997 meeting of the Sub-committee.

Recommendation 8.

That the staff Work Group continue work on the trustee orientation handbook and draft resolutions on procedural matters, for presentation to the Sub-committee in a timely fashion.



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Recommendation 9.

That the above-noted draft by-laws be referred to other appropriate Sub-committees for review.

Recommendation 10.

That the Director for the Toronto District School Board be selected by the Local Education Improvement Commission as soon as possible from the Directors within the Metropolitan Toronto federation.

Recommendation 11.

That the process for the selection of the Director be managed by a Human Relations Consultant.

Recommendation 12.

That the Human Relations Consultant be identified and approved by the LEIC.

Recommendation 13.

That the Human Relations Consultant develop criteria for the selection of the Director for the Toronto District School Board.

Recommendation 14.

That the by-laws be approved for presentation to the LEIC.

Recommendation 15.

That the staff Work Group continue development of the trustee orientation handbook and the procedures to accompany the by-laws.

Recommendation 16.

That the schedule presented to the TDSB be introduced for three months and that at the conclusion of these three months, the TDSB reassess how it would like to look in terms of its Standing Committees and its future meeting schedule.

Recommendation 17.

That various stakeholders be invited to comment on the proposed administrative structure before it is finalized for consideration by the TDSB.

Recommendation 18.

That a final report on the administrative structure be presented to the TDSB early in 1998.



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Recommendation 19.

That as an interim measure, the Directors of education of current boards act as an advisory council to the Director of the TDSB in planning and co-ordinating the transition process and in managing the day-to-day operations.

Recommendation 20.

That as an interim measure, all other staff in the seven boards continue to perform their current responsibilities.

Recommendation 21.

That meetings of the TDSB be held at 45 York Mills Road until the TDSB determines the location for the TDSB.

Recommendation 22.

That the above noted organizational structure proposal be approved and forwarded to the LEIC with a recommendation that the LEIC approve and forward this proposal to the new Caucus of the TDSB.

Recommendation 23. That the following documents be approved in principle:

- Organizational Meeting -- Toronto District School Board
- TDSB Draft Schedule of Meetings, 1998; and
- Public Input (delegations).

Recommendation 24. That the following documents be forwarded to the LEIC as information items:

- Timelines for Agenda Preparation for Regular Board meetings and Proposed Distribution for Board & Standing committee Agenda Packages; and
- TDSB - Committee Structure

Recommendation 25.

That the procedural documents noted above be forwarded to the LEIC for receipt at its meeting on December 2, 1997.

Recommendation 26.

That the LEIC consider and approve procedural documents at its next meeting on December 9, 1997.

Operations Sub-Committee

Whereas there be an effort to assist parents in their decision-making process for student placements for the 1998/99 school year;Whereas limitations exist for staffing (projected student enrolment/teacher staffing requirements), which must be met for March of 1998 for the following school year;Whereas sufficient time is required for pupil placements for special education and other special programs for September 1998;

THEREFORE BE IT RESOLVED:Recommendation 1.

That school boundaries remain as they exist currently, for the 1998/99 school year.

Recommendation 2.

That for optional attendance purposes school capacities for the 1998/99 school year be maintained as those previously established by the former Area Boards for their respective family of schools.



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Recommendation 3.

That the first priority intake for any school will be its current home school attendance boundary, followed by open access to all Metro Toronto public students.

Recommendation 4.

That the first priority intake for any school which has no current home school attendance boundary will be open access to all Metro Toronto public students.

Recommendation 5.

That where there is a program attendance area with a dual track school, the current attendance area will be seen to be the home access for that school, followed by open access to all Metro Toronto public students.

Recommendation 6.

That all schools maintain their current admission procedures for the 1998/99 school year.

Recommendation 7.

That a Work Team be appointed jointly by the Capital/Assets and Liabilities Sub-Committee, the Operations Sub-Committee and the Program Sub-Committee to review boundaries/admissions policies and procedures.

Recommendation 8.

That the draft policy and procedure for the creation of the annual school year calendar and a draft school year calendar for the 1998-1999 school year be approved.

Recommendation 9.

That the LEIC confirm the location of the base radio and confirm the response staff responsible for communicating with the system.

Recommendation 10.

That the Metropolitan Toronto Police be notified of the Emergency Response system for the Toronto District School Board for January 1, 1998.

GENERAL RECOMMENDATIONS (Part II)

In addition to the above, the following general recommendations were approved by the LEIC for submission to the Toronto District School Board:

Recommendation 1

- That the name of the amalgamated school board be The Toronto District School Board.

Recommendation 2

- That the Contract Award to MFP Technology Services for Personal Computers, Peripherals and Related Services as recommended by the Board of Directors for Co-operative Initiatives, be approved

Recommendation 3

- That the lists of employees to be transferred to the Toronto District School Board be approved.

Recommendation 4

- That the completed inventory of assets and liabilities be approved.

Recommendation 5

- That the use of BECR funds be approved in the amount of \$6,328,521.
-

Recommendation 6

That the position of Speech Language Pathology Consultant be filled for the period November 5, 1997 - June 30, 1998 on a personal services contract.

Recommendation 7

That the contract with Corporate Health Consultants for the provision of an Employee Assistance Program be approved.

Recommendation 8

That the purchase of a site and facility for Contact School be approved.

Recommendation 9

That the replacement of Lord Dufferin Jr. & Sr. P.S. be approved.

Recommendation 10

That the Bylaws for the Toronto District School Board be approved and forwarded to the TDSB Caucus.

Recommendation 11

That two personal services contracts be approved.



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RECOMMENDATIONS (Part III)

The following recommendations were presented to the LEIC for consideration to recommend to the TDSB.

Capital/Assets - Liabilities Sub-Committee**Recommendation 1. (Referred to the TDSB)**

That a centralized organization and management structure with decentralized service areas be devised for Planning and Plant Services Departments.

Recommendation 2. (Approved)

That an immediate study be undertaken of the present utilization of facilities within Metropolitan Toronto.

Recommendation 3. (Referred to the TDSB)

That an appropriate process be devised with alacrity for consultation with the public and applicable employee groups regarding areas such as community use of schools, permitting of space, etc.

Recommendation 4. (Referred to the TDSB)

That the new Toronto District School Board enter into negotiations with the new Municipality of Toronto regarding cost recovery for community use of schools and child care spaces.

Recommendation 5. (Approved)

That the Capital/Asset-Liabilities Subcommittee Work Groups be continued to refine implementation for the short term (January-August, 1998) and future harmonization.

Communications Sub-Committee**Recommendation 1. (Referred to TDSB)**

That the Toronto District School Board adopt the proposed communications strategy for the initial three months of 1998 so as to position the new Board to be proactive and effective in reaching its many stakeholders and partners.

Recommendation 2. (Referred to TDSB)

That the LEIC Communications Sub-Committee continue as an advisory group to the TDSB for the initial transition period.

Recommendation 3. (Referred to TDSB)

That the TDSB adopt a process for the development of a long-term communications strategy .



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Equity Sub-Committee**Recommendation 1. (Referred to TDSB for a decision in January)**

That the "Equity in Education Basic Principles" be endorsed by the Toronto District School Board as the basis for the development of board policies, procedures, programs and resources.

Recommendation 2. (Referred to TDSB)

That an Equity Steering Committee composed of trustees, staff, students, parents and community representatives from each region be established to take responsibility for the consultation process regarding the development of a unitary policy and procedure on human rights, discrimination and harassment policy in schools and workplaces, and to monitor the harmonization, development and continued implementation of all equity policies, procedures, programs and resources.

Recommendation 3.(Referred to TDSB)

That, where local advisory committees already exist, members for the Equity Steering Committee should be drawn from these groups.

Recommendation 4. (Referred to TDSB)

That equity policies on other human rights grounds, including gender, sexual orientation, disability and socio-economic status be developed using the structure which is contained in the Antiracism and Ethnocultural Equity Policy (Memorandum 119).

Recommendation 5. (Referred to TDSB)

That a one-year consultation process be established with staff and communities prior to the development of a unitary policy and procedure on human rights, discrimination and harassment in schools and workplaces.

Recommendation 6. (Referred to TDSB)

That based on the consultation process a new policy on human rights, discrimination and harassment in schools and workplaces be developed for implementation in September 1999.

Recommendation 7. (Referred to TDSB)

That policies, procedures, programs and resources which relate to child abuse, sexual assault and violence prevention, if they have not been already addressed elsewhere by the Local Education Improvement Committee, be covered by the options to consider for the human rights, discrimination and harassment policy review.

Recommendation 8. (Approved)

That existing policies and procedures relating to human rights, discrimination and harassment in schools and workplaces remain in effect within the geographic areas covered by each of the original six boards until such time as they are altered by the Toronto District School Board.



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Recommendation 9. (Approved)

That programs and resources directly relating to human rights, discrimination and harassment in schools and workplaces remain in effect within the geographic areas covered by each of the original six boards until June 1998, and bearing in mind the priority placed on human rights within the board's schools and workplaces and to the extent practicable, these programs and resources continue until such time as the various equity policies have been the subject of consultation and have been integrated.

Recommendation 10. (Approved)

That, subsequent to the consultation and integration process, such programs and resources as are

necessary to support the effective implementation of the board's policies on human rights, discrimination and harassment in schools and workplaces be continued.

Recommendation 11. (Referred to TDSB)

That there be a six month process to establish a harmonized policy following the template of Memorandum 119.

Recommendation 12. (Referred to TDSB)

That the harmonized policy be implemented commencing September 1998.

Recommendation 13. (Referred to TDSB)

That the Racial and Ethnocultural Harassment focus area be removed from the Antiracism Policy and be included in an inclusive Human Rights, Discrimination and Harassment Policy once developed.

Recommendation 14. (Approved)

That an action plan be developed when the new Board is established in order to bring all best practices to the same level of development and that, in the interim period, the existing action plans relating to the Antiracism and Ethnocultural Equity Policy remain in effect within the geographic areas covered by each of the original six boards.

Recommendation 15. (Referred to TDSB for a decision in January 1998) That the development of a harmonized policy be based on the following guiding principles of Antiracism and Ethnocultural Equity:

- Identify and eliminate barriers raised on the basis of Ethnocultural or Racial background;
- Challenge and eliminate racism in schools and workplaces in the wider society;
- Validate all cultures in an environment free of prejudice and racism;
- Appreciate diversity and reject all discriminatory attitudes and behaviours;
- Develop positive self-image, including pride in heritage and pride in Canadian identity; and
- Provide opportunities for students to achieve their potential, acquire accurate knowledge and information and gain confidence in cultural and racial identities.

Recommendation 16. (Referred to TDSB)

That a policy be developed to ensure that inclusive (for example, non- sexist, non-racist) language be used in all internal and external communication.

Recommendation 17. (Referred to TDSB)

That all curricula reflect the mandates of the Equity Policies of the Toronto District School Board.

Recommendation 18. (Referred to TDSB)

That criteria be developed with which to select materials and write curriculum validating the experiences of all students including their gender, place of origin, religion, ethnicity and race, cultural and linguistic background, social and economic status, sexual orientation, age and ability/disability.



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Recommendation 19. (Referred to TDSB)

That staff receive training providing them with information on equitable teaching practices, inclusive curriculum, equitable assessment and evaluation practices and the development of inclusive and harassment-free school climates.

Recommendation 20. (Referred to TDSB subject to revised wording)

That all policies and procedures developed by the Toronto District School Board do not discriminate on the basis of religion and that the right to accommodation contained in the Ontario Human Rights Code be ensured.

Recommendation 21. (Approved)

That procedures on Opening and Closing Exercises in elementary and secondary schools adhere to Ontario Regulation 298 and resources be made available that reflect the cultural, racial, ethnic and religious diversity of the Toronto District School Board.

Recommendation 22. (Approved)

That the Opening and Closing Exercises of the Toronto District School Board adhere to all of the same principles.

Recommendation 23. (Referred to TDSB)

That the current policies with respect to employment practices such as recruitment, hiring, promotion, professional development and the elimination of barriers on the grounds set out in the Ontario Human Rights Code including socio-economic class and special needs be harmonized.

Recommendation 24. (Referred to TDSB)

That "Change Your Future" and similar programs be given priority consideration.

Recommendation 25. (Approved)

That all equity training programs continue until June 1998, and then, bearing in mind the importance placed on equity work within the board and to the extent practicable, those programs continue until such time as the various Equity Policies have been the subject of consultation and have been integrated.

Recommendation 26. (Referred to TDSB)

That, subsequent to the consultation and integration processes, such programs as are necessary to support the various Equity Policies be continued.

Finance Sub-Committee Recommendation 1. (Approved)

That the budget for the 1998 Short Period be developed: (i) based on the existing formula approach amended as required; and (ii) the estimated shortfall be managed so as to not reflect any deficit;

Recommendation 2. (Approved)

That the City of Toronto be requested to maintain the existing timing of payments of school taxes to the District Board;



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Recommendation 3. (Referred to TDSB)

That Request for Proposal be issued to Schedule A Banks for a single banker to be in place by Sept. 1998 at the latest;

Recommendation 4. (Approved)

That a seminar be held in early January, 1998 to present the preliminary forecast for the 1998 short period, including the status of the capital program and related future debt service costs.

Recommendation 5. (Approved)

That the Toronto District School Board appoint Price Waterhouse as interim auditor for the fiscal period January 1, 1998 to August 31, 1998;

Recommendation 6. (Approved)

That Price Waterhouse will use the incumbent auditors of the individual Area Boards to conduct any audit work deemed necessary on the previous Area Board's financial information and systems to support arriving at their opinion on the financial statements of the Toronto District Board; and,

Recommendation 7. (Referred to TDSB)

That a Request for Proposal will be initiated for the appointment of the auditor of the Toronto District School Board for a period not to exceed five years to be effective for the fiscal year ending August 31, 1999.

Parental/Student/Community Involvement Sub-Committee Recommendation 1. (Approved)

That a belief statement be adopted as the Board's Philosophy Statement on parent/community/student involvement in the school system; as detailed in the report.

Recommendation 2. (Approved)

That Guiding Principles on School Councils as described in the Final Report of the Parent/Student/Community Involvement Sub-Committee, be adopted.

Recommendation 3. (Referred to TDSB for action early in 1998)

That Operational Procedures for School Councils as described in the Final Report of the Parent/Student/Community Involvement Sub-Committee, be adopted.

Recommendation 4. (Referred to TDSB during the consultation on the organizational structure)

That the school communities in each ward establish a Ward Council to discuss the needs and issues of common concern to them; to inform the local trustee, school board administrators and the local MPP of these needs and issues; and to act as a forum for local school community consultation and input on educational policies, programs and services.

Recommendation 5. (Referred to TDSB during the consultation on the organizational structure)

That the membership of the Ward Council shall be composed of parent representatives of the local school councils in the ward, and may include representation from principals, teachers, support staff, students and community members-at-large. Parents shall form a majority of the Ward Council.



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Recommendation 6. (Referred to TDSB during the consultation on the organizational structure)

That the Ward Council elect a parent chairperson and a steering committee, a majority of whom shall be parents, to conduct its business and to promote the participation of diverse communities in its ongoing activities.

Recommendation 7. (Referred to TDSB)

That the Toronto District School Board formally recognize Ward Councils as official structures for school community participation in the activities of the Board, and provide staff resources to support their operation.

Recommendation 8. (Referred to TDSB for decision in February/March 1998)

That the Toronto District School Board establish the position of Student Trustee as a full non-voting member of the Board, and that the number of these positions be determined after consultation with representatives of the appropriate student organizations.

Recommendation 9. (Referred to TDSB for decision early in 1998)

That the Toronto District School Board establish the following Board Community Advisory Committees as sub-committees of the Board:

- a) Special Education Advisory Committee
- b) Parent Involvement Advisory Committee
- c) Student Affairs Advisory Committee
- d) Equity Advisory Committee
- e) School and Community Programs Advisory Committee
- f) Finance and Budget Advisory Committee

Recommendation 10. (Referred to TDSB)

That the Director of Education report back to the Board in a timely fashion on an implementation plan for the establishment of Ward Councils and Board Community Advisory Committees including criteria for membership, a process for the selection of members, meetings, a communications system, and other relevant operational procedures.

Recommendation 11. (Referred to TDSB)

That the Toronto District School Board provide resources to support a city-wide Toronto Parent Council, with representation from ward councils and other Toronto parent/community groups whose role is to (a) inform parents about critical issues affecting their children's education and, (b) to advocate for the interests of students and schools at all levels of education decision-making.

Recommendation 12. (Referred to TDSB during the consultation on the organizational structure)

That the Toronto District School Board ensure the allocation of school community liaison staff and other appropriate staff resources to help parents, students, principals, administrators and community members to develop and sustain the structures as recommended in this report, and that such staff and resources be

deployed on an equitable basis across the school system.

Program Sub-Committee

The Program Sub-committee established over 60 work groups to deal with specific program issues including such areas as Special Education, Child Care, Adult & Continuing Education, French Immersion, etc. Each of these work groups is developing a working paper for consideration by the Program Sub-committee. These are presently being presented to the Sub-committee and this process will continue into January 1998. The Work Groups have examined the similarities and variances in program delivery across the Boards and are in the process of developing a series of recommendations as to how to proceed in harmonizing existing policies and practices into ones which can be presented to the new School Board during the winter and spring of 1998. This rather exhaustive exercise will result in a separate document which will be available to the new administration and trustees in early 1998 and will form the basis of policy development in the critical program areas.

Recommendation 1. (Approved)

That the work of the Program Sub-Committee work groups continue into 1998; and

Recommendation 2. (Approved)

That the reports from the Program Sub-Committee work groups be forwarded to the administration and appropriate committees of the Toronto District School Board.



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ISSUES FOR FUTURE CONSIDERATION (Part IV)

There are a number of issues currently still under review. As such, they are not at the recommendation stage for consideration by either the respective sub-committee or LEIC itself. Analysis will continue and the resulting findings will be forwarded to the Executive Council.

Operations Sub-Committee

- guidelines/violence prevention policy related to suspensions/expulsions - legal opinion being sought
- Transportation policies/practices - Program Sub-committee awaiting a costing analysis
- health and safety policy - draft policy to be proposed following seeking of a legal opinion
- an analysis of community use of schools - in view of the proposed funding model
- communication to organizations which use school space - due to funding model a policy re full cost recovery may be developed

Finance Sub-Committee

- response to the proposed funding model to be developed - early January
- analysis of financial implications of enrolment count dates
- analysis of financial implications of continuing education programs - credit program delivery
- analysis of financial implications of community use of schools
- development of common travel and expense reimbursement policies.

Governance/Administrative Framework Sub-Committee

- future location of the TDSB - working paper being developed
- consideration of Student Trustee Representation working paper being developed (also see Page 17)

Recommendation #8)

- development of a list of routine agenda items for the new TDSB to consider - being discussed at the Governance/Administrative Framework Sub-committee meeting on December 16, 1997

Advisory Council of Directors

The Advisory Council of Directors has developed and continues to work through a list of issues to be considered by the new Board in early 1998. This list will be presented to a Caucus meeting of the TDSB in mid-December for its information. Items for discussion include such matters as:

- Ongoing/outstanding legal issues
- Trustee services (offices, support for Trustees, etc.) Working Paper being developed.
- Administrative services for new TDSB (agenda preparation, etc.)
- Signage for Boards Offices
- Merging of Sexual Assault/Harassment Policies
- Website
- Set-up of Secretariat (Director's Office)



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Communications Sub-Committee

Beginning in January 1998, the TDSB will need a communications strategy to serve the needs of the Board and its students, parents, staff and community. This communications strategy will need to encompass:

- print communications, e.g. board highlights, newsletters, trustee communications
- media relations, e.g. issues management, news releases, news conferences
- electronic communications, e.g. cable television, info-line, website
- special events, e.g. inaugural board meeting and protocols for specific occasions such as signage, banners, awards, certificates
- other communications services e.g. newsclippings, media monitoring and media training
- development of a corporate identity - e.g. TDSB logo, letterhead, signage, board publications.

Program Sub-Committee

- Procedure to deal with expulsions
- IPRC process and appeals
- SEAC and SALEP, establish committees per legislation
- Contracts for services (special education)
- Section 27 contracts
- Adult and Continuing Education Programs

Operations Sub-Committee

Review of boundaries and admission policies

- Codes of Behaviour (suspension and expulsion)
- School Year/School Day/Religious Holidays
- Transportation policy (RFP - January 1998)

- Health, Safety and Security issues
- Community use of schools
- Distribution of materials in schools
- Emergency response protocol

Human Resources Sub-Committee

- Implications of Bill 136
 - Implications of Bill 160
 - Enrolment Projections
 - Teacher Hiring Practices
 - Support Staff Hiring Practices
 - Blending of the "to hire" lists across the boards
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- Support Staff Allocation Process
- Occasional Teachers Hiring Practices
- Return of Assignment of Services teachers and Supernumerary
- Teachers to their home boards for April staffing processes
- Career Assistance and Planning
- Teacher Exchanges
- Volunteers
- AIDS and HIV Policies
- Criminal Record Checks
- Conflict of Interest
- Smoke-free Environment
- Staff Development

Note: There are a number of additional issues, of a sensitive nature, being pursued by the Human Resources Committee. Note: Attached as Appendix C is a Matrix which provides the timeframe for future issues.

Distribution of Assets and Liabilities

The following is the original schedule of the timelines to be followed with regard to the sharing of facilities with District School Board #58. As a result of recent events, these deadlines have been extended.

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Task	Timeline
Complete inventory to be submitted to LEIC and to French-language LEIC and EIC (certified as to items and quantities)	October 24 (Extended to October 31)
Inventory approval by coterminous LEICs and submission to EIC	November 7
EIC to provide classes of assets and liabilities, values and factors to be used in the distribution process	November 10
Local planning: English and French LEICs to discuss and agree to a plan for the distribution of assets between English and French coterminous boards. Request EIC approval for agreed-upon variations	November 24
Coterminous English and French LEICs are to submit agreed-upon plans to EIC or Request an extension to December 31	December 5
EIC approval and consent order for transfer	December 17 or later if extension granted
Implementation of Consent Orders	January 2

EIC may vary deadlines to accommodate exceptional circumstances. It is important to note that:

- All assets and liabilities of the Area Boards are to be considered assets and liabilities of the MTSB
- CEFCUT is considered to be a minority language section of the MTSB.

Preliminary discussions have been held with CEFCUT with regard to the transfer of assets and liabilities and this matter will be an important component of the Toronto District School Board's business in the New Year.

SUMMARY: Part of the mandate of the Local Education Improvement Committee was to help bridge existing policies and practices with the reality of the new order. Although there will be much policy development, approval and implementation to be done during the early mandate of the new Toronto District School Board, the extensive work of the many sub-committees and their respective work groups will provide an excellent body of information with which to begin this process. Given that the work of many of the work groups requires further development, it would seem prudent for that work to continue into early 1998 and in turn referred to the appropriate administrative and committee structure of the new board. As has been referenced many times, amalgamation itself takes place at a moment in time; transition is a process. It is hoped that the recommendations previously approved, the recommendations tabled for further consideration and the issues continuing to be addressed will contribute meaningfully to the transition process. In considering this report the Local Education Improvement Committee adopted two further recommendations as follows:

- That for the interim funding period, the priorities remain, as always, with the classroom; and
- That current practices regarding parent involvement continue until new policies are adopted.

Respectfully submitted,

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Respectfully submitted,

Darrel R. Skidmore
Co-ordinator



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